



Edible Cities Network

Edible Cities Network – Integrating Edible City Solutions for social, resilient and sustainably productive Cities

EdiCitNet

Deliverable D1.1

EdiCitNet Governance Approach and Guidelines Report



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1. Executive summary

An internal governance structure is essential for EdiCitNet to connect across the diversity of sectors, disciplines and cultural contexts of our partners. Governing for social inclusion goes beyond formal government approaches to include public, private (business) and civil society (community) sectors. New forms of urban governance are required to engage with such a diversity of stakeholders beyond traditional governance forms¹. Given the diversity of the participants and the high reliance on collaborative goodwill the governance model will require relational modes of engagement rather than simply transactional modes.

The purpose of this document is to support EdiCitNet achieve three main objectives:

1. To establish clear and accountable governance and communications processes to underpin the institutional backbone of EdiCitNet;
2. To design a functional governance framework for efficient stakeholder engagement across the EdiCitNet project and within each participating city; and,
3. To develop an active international Edible Cities 'network of networks'.

Strong interpersonal relationships with partners are essential for achieving our aims, as are

recognizing the specificities, values, and resources existing within local contexts². Based on the relationships and learnings developed over the course of the project, we aim:

- To foresee and manage emerging risks
- To ensure consistent and effective collaboration for all partners
- To co-design the governance model with both the cities and the Consortium
- To facilitate the sharing of information on progress among cities
- To facilitate mainstreaming ECS into existing institutional, regulatory and decision-making frameworks at the municipal scale
- For this infrastructure, knowledge and support base to provide the jump off point for the internationalization of the network.

The diverse contexts for each City Team mean that no set template can be uniformly applied. However general guidance that empowers local groups to work collaboratively can be offered. Such guidance needs to be flexible and adaptable to allow cities to tailor their participation to their needs and context, and to facilitate experimentation to nurture new possibilities³. We have consulted with partners across the project to identify key goals and concerns towards these considerations.

¹ Scholl, C., Ablasser, G., Eriksen, M.A., Baerten, N., Blok, J., Clark, E., Cörvers, R., Domian, W., Drage, T., Essebo, M., Graham, T., Hillgren, P., Hoeflehner, T., Janze, A., Kemp, R., Klingsbigl, G., Köhler, W-T., de Kraker, J., Landwehr, A., Leitner, G., Nilsson, P-A., Pelin, O., Rijkens-Klomp, N., Seravalli, A., Simons, J., Vandermosten, V., Wachtmeister, A., van Wanroij, T., Wlasak, P., Zimmermann, F. (2017) *Guidelines for Urban Labs*, URB@Exp project 2014-2017, JPI Urban

Europe.

² Prové, C., Dessein, J., & De Krom, M. (2016). Taking context into account in urban agriculture governance: case studies of Warsaw (Poland) and Ghent (Belgium). *Land Use Policy*, 56: 16–26.

³ Moragues-Faus, A. & Sonnino, R. (2018) Re-assembling sustainable food cities: An exploration of translocal governance and its multiple agencies, *Urban Studies*, 1–17.

2. Introduction

The EdiCitNet project involves a network of 13 cities in Europe, Africa, Latin America and Asia. They include five Front Runner Cities (FRCs) and eight Follower Cities (FCs), characterized by different levels of development and implementation of Edible City Solutions (ECS). FRCs and FCs have different engagements with different work packages (WPs). For example, FRCs will participate in the Living Labs to provide a robust evidence base for the efficacy and effectiveness of ECS, while FCs will facilitate tailor-made transition pathways to integrate ECSs in their urban masterplans.

City Teams are to be established to bring together core organizational stakeholders in each city towards implementing ECS. They form the first essential component of EdiCitNet to be discussed in the governance guidelines. City Teams should support the shared values and principles of EdiCitNet, namely:

Existing strengths: To recognize existing skills and resources of all team members.

Transparency: To share information openly with all team members as a basis for participation.

Inclusivity: People from all social, cultural and economic groups to have equal access to participation in ECS activities.

Participatory: To develop horizontal and reciprocal sharing of information and ideas.

Adaptability: To embrace perspectives that address complexity, uncertainty and change.

Reflexivity: To consider how personal and institutional backgrounds, perspectives and actions can influence outcomes.

This document provides generic guidelines to explain possible forms and structures of the City Teams and suggests mechanisms and approaches for monitoring challenges and opportunities and adapting to them. It also proposes measures for sharing experiences and learning across City Teams as a way of enhancing their resilience and impact and contributing to the sustainability of the EdiCitNet network as a whole. The document will be available on the EdiCitNet webpage and Community Management Tool (CMT). EdiCitNet will support City Teams to develop materials highlighting the core aspects of the guidelines in local languages.

3. About City Teams

3.1 Aims and Objectives of City Teams

City Teams will be established to represent and uphold the views, desires and commitment of multiple partners, to support the uptake of ECS, and to serve as a shared communication platform to engage the broader community. Their purpose is to create a community of practice by bringing together the public sector, civil society, and private sector.

EdiCitNet City Teams should strive:

- a) To explore the wealth and diversity of existing ECS within their communities and to build and share a common knowledge base,
- b) To adapt, plan and implement successfully proven ECS approaches in their specific urban context.

EdiCitNet City Teams help meet these aims by:

- Serving as an open-minded meeting point for the diverse range of individuals, decision makers and organizations working towards building more sustainable edible futures in the participating cities;
- Providing a safe and constructive space to stimulate the exchange of ideas and the construction of shared imaginaries of what a sustainable edible future in each local context may mean;
- Encourage and enable experimentation, innovation and systemic transformation that embrace and promote the concept of edible urban futures in each city; and,
- Enable transformational learning by creating possibilities for experiential, reflexive and open knowledge generation and sharing processes within and beyond the individual cities.

3.2 Growing together: Towards 'Communities of Practice and Knowledge' - Team Play

A model that could be used to describe an ideal City Team is a football/soccer team with the typical roles and functions:

Forwards are passionate drivers scoring the goal, these persons are eager to promote ECS with a charismatic aura, are winning and innovative personalities and the dazzling figures of the team.

Liberos are crucial drivers for the team, strategically thinking persons, steering the ball and the game, developing and opening new pathways, distributing and connecting other team members to the scorer. Liberos never lose the bigger picture.

Creative Midfield players connect all team members and offer skills and expert knowledge from different fields.

Backfield supports the team by preventing failures, frustration and setbacks, supporting with their expert knowledge and overview on the field and preventing that the ball is out. But even these players can score goals.

Goalkeepers are silent but dedicated observers and start to act if failures or frustration threaten the game.

Head Coach sets the strategy, observes the game and adjusts in case an amendment is needed (Lead: WP1 and Coordinator).

Substitutes are needed to back-up the system. They stay tuned in case they are needed.

4. Steps to forming your City Team

4.1 Identifying possible City Team Members

This first step should be kept open to allow for a broad representation of people to become involved. Often there will be one person who is perhaps designated by the city council or a community member who is highly motivated to get the team started. An initial core group can be a good place to start from which to iteratively grow your City Team whilst exploring your vision for what you all want to achieve. Furthermore, pre-existing groups may already have ECS networks and structures that you can develop, such as regular meeting structures and places or events. This ease of establishment of a team around existing formations should nonetheless be open to new contributions and perspectives. To find others, we recommend doing a stakeholder analysis to identify people or institutions who are already involved in ECS in your city and talking to these stakeholders (such as members of community gardens, food rescue organisations, beekeeping groups or organic growing associations) to see who they think could be interested in participating.

You can then grow your City Team in several ways: by visioning - to strategically identify where you want to go with your ECS and what possible partners may be interested and helpful for achieving those aims; by opening a call out to the general public - to allow everyone who is interested in the local community to express an interest to then develop your ECS around these participants. For both steps, we recommend that you look beyond existing ECS programs at new teams and projects to inspire how to develop your ECS.

4.2 Selecting City Team Members

It is suggested that each EdiCitNet City Team could number between 8 to 12 people based on urban stakeholder complexity. To ensure the City Team's operational readiness, it is recommended that one substitute per EdiCitNet City Team member is identified, increasing the overall size of the team accordingly. The size and selection of

each EdiCitNet City Team will respond to their specific urban contexts. In addition to the Team Play characteristics discussed above, we recommend selecting participants who are representative of different organizational and knowledge areas such as, but not limited to those indicated in table 1.

Experts from the EdiCitNet Consortium will be available to support the establishment of the City Teams as needed.

Participants from these organizations could be further selected due to consideration of their abilities and knowledge, such as:

Interest/ motivation - Personal perceptions may either elevate or hinder the uptake of ideas and actions. To look for people who will drive the initiative forward to motivate others to engage.

Capacities/ resources - These could include access to equipment, places, knowledge, skills, technical expertise or even time.

Networks - People who can link your ECS into other sectors and networks. For example, there may often be one 'local hero' who is involved in multiple network.

Relationships - An ability to relate to others, to create group cohesion and to mediate conflicts.

Target groups - To include people who may not have power or resources to contribute but who could directly benefit from the ECS.

Legitimizing power - Perhaps not in the City Team but to consider the involvement of leading politicians who can validate ECS in the local community and push ahead uptake through government. Such people may be brought in as advisors.

Future developments - To consider who could help you achieve your ECS vision. For example, you may wish to expand into new geographical regions, to upscale the impacts from local to regional or national levels or set up collaborations to apply for new funding opportunities.

Organization	Person	Examples
Council departments and public institutions	2-4	Environment, social development, city planning, urban resilience, climatic issues, economic development, health, education, culture, consumer affairs departments Agency for unemployed people
Community groups or NGOs/ECS related networks	3-5	Local food production groups, such as community gardens, urban livestock initiatives Food security specialists, working on areas such as food waste redistribution Food and Nutrition Policy Councils, food sovereignty networks
Citizens/ Action groups (no legal form)	2-4	Enthusiastic citizens and independent experts associated with ECS to grow social networks or to develop social and environmental justice projects Vulnerable or socially marginalized groups
ECS related enterprises	2-3	Start-ups or established enterprises in the green economy and social enterprise sectors, economic consultants Representatives from Farmers' markets
Academia/ Education	1-2	Academic specialist(s) from fields related to ECS (e.g. agriculture, water, waste, circular economy, biodiversity, urban planning, resilience)
Media/Press	1-2	Media specialist(s)
Legal advice	1-2	Legal advisor(s) on planning, health and safety, commercial production, land use

Each City Team will need to strategically choose one section criteria over another according to their local context. For example, a council member may have high legitimizing power but low interest or time, while a food council member may have high interest and knowledge but little power. While some people may be invited in the City Team, others may take advisory roles and be brought in from time-to-time. Care should be given to ensure that the principal sponsoring organization operates as a partner among equals, not as a directing entity. The composition of the city team must reflect all societal groups. A useful question to ask of potential members is whether their skills, expertise, authority and availability complement each other to ensure the team is resilient to changes in the local context over the life of the project. Consideration should also be given to succession within the team should leaders depart.

4.3 Anchoring ECS at the city administration level

At the city administration level, a Letter of Commitment clearly stating each city's ongoing commitment to the EdiCitNet project will be provided. The coordinator of each City Team will need to determine the relevant stakeholder in their city, to ask them to sign and return this form to the EdiCitNet coordinators.

4.4 Deciding how to work together in your City Team (Easy to use Terms of Reference)

In general, group work will be sustainably improved if group members agree to a common way of working together. Therefore, the Terms of References (ToRs) is a supporting document providing guidance for the City teams. Each City Team should agree on a set of ToRs that organize the internal working processes and procedures in order to assure smooth collaboration (e.g. meeting timeframe, decision-making, responsibilities). WP1 has provided a general template that is to be discussed within the City Team to be adapted to suit the local context. Agreed ToR should be signed by all city team members. ToRs can be adapted to changing needs and demands of the working process.

The Chair and Secretary are central roles for all City Teams as described in the ToRs (in the Appendix). They should oversee the organization of work within each City Team to ensure the achievement of its goals in close coordination with the EdiCitNet project. Other possible shared tasks within the City Team include:

Facilitation of specific tasks for FRC and FCs (Living Lab Implementation - WP3; Master planning - WP4)

- To support the development of an inventory of existing ECS initiatives in the city.
- To identify specific barriers and opportunities.
- To co-develop and co-implement FRCs Living Labs.
- To facilitate the masterplan development process in FCs.

Policy advocacy

- To review the state-of-the-art of ECS policy integration for the city and identify legal and policy barriers and possibilities for advancing city-specific ECS goals.
- To advocate for ECS policy integration in line with Living Lab and Masterplan development goals.
- To monitor changes in the legal, policy and institutional context for ECS and develop strategies to address related risks and capture opportunities in consultation with WP1.

Community engagement and outreach

- To develop and implement an ECS community engagement and outreach strategy reflecting the diverse range of interests and goals of different ECS stakeholder groups.
- To facilitate communication between ECS community groups and the EdiCitNet City Team by providing easily accessible up-to-date information on the work of the City Team and providing regular opportunities for engagement and exchange.
- To develop and test locally meaningful ways of reaching out to marginal groups in the city.
- To document and share with the EdiCitNet Consortium and outside, notable ECS City Team activities, developments and achievements.
- To serve as an easily accessible point of contact and respond to targeted queries from both local and international partners.

Monitoring, evaluation and learning

- To agree on a set of SMART (simple/specific, measurable, achievable, relevant and time-bound) impact indicators that reflect that ECS City Team Goals.
- To support the collection of relevant baseline and post-implementation data that may include citizen science.
- To stimulate a participatory reflection on lessons learnt from the experiences of the project, considering the monitoring results.
- To contribute to the development of relevant documents or other materials reflecting on and reporting the lessons learnt from the EdiCitNet project in your city.

Business Development Support

- To work with the EdiCitNet business development coordinator to identify existing ECS enterprises in your city.
- To identify successful models and business development needs.
- To invite ECS enterprises to take part in the EdiCitNet online marketplace.
- To facilitate access to business consulting for the development and strengthening of ECS enterprises through liaison with the EdiCitNet project expertise.

5. Monitoring and evaluation

In an ever more unpredictable and continuously changing context, monitoring, evaluating and addressing challenges and opportunities posed by changes in both internal processes and external circumstances is essential for City Teams to effectively meet their goals and to turn into resilient and sustainable platforms for promoting ECS. For that purpose, we recommend that City Teams build in both continuous monitoring of challenges and opportunities and periodic evaluation as integral elements of their work.

5.1 Continuous Monitoring

Continuous monitoring refers to the ongoing reflection on challenges and opportunities encountered in the work of City Teams with the aim of enabling a timely and adaptive management response. As platforms for collaborative and experimental learning, City Teams are bound to experience a diverse range of challenges and risks that they would need to resolve. Approaches for addressing generic risks related to clarity of responsibilities, transparency of decision-making processes, communication and membership changes are reflected in the suggested City Team TORs. Other challenges and risks, however, e.g. ones related to motivation, time and resource constraints, as well as changes in external priorities and available support, are likely to vary across local contexts and fluctuate in time. Thus, they require continuous monitoring and an adaptive management response. Similarly, opportunities for cooperation may emerge with time as a result of increased knowledge, commitment and trust within City Teams. Furthermore, changes in political structures or priorities may open up temporary windows of opportunity. Capturing those often requires a timely response. City Teams may be able to address many of those challenges and opportunities on their own. Others may require external support. Therefore, a two-pronged mechanism for continuous monitoring is proposed, namely:

- Building in time for reflection on emerging risks, challenges and opportunities at each City Team meeting; and

- Sharing emerging risks, challenges and opportunities that City Teams face with WP1 and WP8 on a monthly basis to be raised for discussion at the EdiCitNet Executive Board Meetings; data will be also made available on the EdiCitNet SharePoint

This multi-level mechanism for continuous monitoring is expected to enable timely and adaptive management responses to emerging challenges and opportunities and thus enhanced effectiveness and impact of the work of City Teams.

5.2 Annual Review and Self-Evaluation

In addition to continuous monitoring for adaptive management, an annual review and self-evaluation could provide the space for self-reflection, learning and pro-active strategic planning as opposed to the, most often, reactive responses put in place in the context of continuous monitoring. In order to enable such a learning process, it is recommended that City Teams, with the support of the WP1 members and the relevant hub for each city, undertake an annual self-assessment of their work. That should include an evaluation of the context, processes and outcomes of their activities and a synthesis of lessons learnt:

1) Context: The political, socio-economic and institutional context in each EdiCitNet City was reviewed at the start of the project and documented in Del. 1.4. An annual review of important changes in that context can help to stimulate a reflection on strategic changes in direction, approaches and partnerships that may be needed to address emerging challenges, opportunities and risks.

2) Processes: The effectiveness of participatory planning processes is highly dependent on the range of participants involved, the stage and way in which they are engaged and the extent to which stakeholders' inputs are taken into account in final decisions. An annual self-evaluation of the consultation processes employed by the City

Team, the extent to which they are transparent, equitable, participatory, inclusive and reflexive, in line with the values and principles of EdiCitNet, and whether they follow established principles for participatory planning and agreed upon interaction approaches and norms, could provide an important indication of changes in the City Team's TORs and rules-in-use that may be needed to ensure the procedural effectiveness of their work;

3) Outcomes: An assessment of the achievements of City Teams over the past year in relation to established work plans, milestones and goals is important to evaluate the substantive effectiveness of the work of City Teams and to help steer it accordingly. Substantive achievements may relate to project-specific tasks, such as progress with the establishment and operationalization of living labs in FRCs and with the development of Masterplans in FCs. They may also relate to the level of learning of City Team members due to collaboration and exchange, external partnerships established, and the level of embeddedness of ECS in urban planning, among others. In the case of FRCs, Living Lab Key Performance Indicators and impact indicators developed in WP3 and WP5 could be employed as measures of success. In FCs, more descriptive measures of success agreed upon by City Team

members, in consultation with the WP1 and WP4 members could be employed. In both cases, the assessment of the context and the participatory planning processes put in place could help City Teams to understand why desired substantive outcomes may have been achieved or not and what may need to be changed to enable better results.

4) Lessons: City Teams should seek to offer insights from their experience that could inform their own activities or those of other teams in developing edible city programmes. These could address all aspects of city team development and rollout, from city team formation, management, coordination, program development and implementation and wider lesson drawing and dissemination, plus wider partnerships and liaison with relevant stakeholders. Lessons should focus on practicable and transferable insights. Lessons can be communicated through various EdiCitNet channels.

The annual review and self-evaluation should be documented and shared with the City Team Members and with the members of WP1. Lessons learnt will also be shared across City Teams to stimulate learning across the EdiCitNet network as a whole.

6. Sharing experiences and learning across City Teams

Alongside with self-reflection, learning could also take place through exchange. City Teams would thus be encouraged to share challenges and opportunities they have come across and examples of how they have dealt with them with other members of the network. To facilitate the exchange of good practices and lessons learnt, WP1 will compile and disseminate lessons and insights contributed by City Teams internally within the EdiCitNet Consortium through a periodic update in an easily digestible format. Stories could also be posted directly by City Team Coordinators on CMT or shared via the project's

social media channels for external communication in coordination with WP7. Periodic meetings will provide an opportunity for direct engagement and exchange and Annual Meetings will serve as an occasion for the recognition of best practices through the EdiCitNet Annual Awards. Other platforms for exchange on targeted issues will be coordinated by the leads of the different work packages. Those exchanges are expected to contribute to enhancing the impacts and resilience of City Teams and the EdiCitNet network as a whole.

7. Building resilience and ensuring continuity

Covid-19 has put the resilience of City Teams to a test. Over the past half a year the pandemic has affected severely the capacities of individuals, communities, municipalities and states. Severe time limitations, resource constraints, restrictions on movement and physical meetings, changes in priorities, continuous uncertainty and stress have all affected the abilities of City Teams to continue to function effectively and as planned. Municipalities that are highly dependent on income from local economic activities have found themselves unable to continue their EdiCitNet work. Others have managed to re-adjust to the new realities through online meetings, though with notable delays in activities, particularly ones requiring a physical component, such as planting and caring for edible gardens, harvesting and sharing through community events. While continuing restrictions on physical activities and ongoing uncertainty remain in place across most of the EdiCitNet cities, however, the epidemic has also begun to open up possibilities for a positive long-term impact as well.

A process of rethinking ways of living and planning in light of vulnerabilities revealed by the pandemic has begun to place a higher weight on green

development and spaces, particularly in large cities. Ensuring adequate access to food and control over food production, processing and distribution processes in the course of the pandemic has focused attention on and raised the importance of food production in and around cities. Similarly, the health benefits of green spaces in urban settings have been increasingly recognized and municipalities have begun to dedicate resources to expanding them. Emerging evidence of a higher toll of the pandemic in places with high levels of air pollution has also added to a push for urban greening. This is particularly the case in Europe, where the EU has shown a firm commitment to ensuring that economic reconstruction in response to Covid-19 but also future development on the continent more broadly is designed to turn Europe into the first carbon neutral continent by 2050. Those developments are likely to open up new opportunities for embedding ECS in local planning and ensuring the sustainability of City Teams. In order to explore those, WP1 will engage closely with City Team Coordinators to find locally-meaningful place-based solutions for ensuring the sustainability of the processes and structures put in place by EdiCitNet.

8. Conclusion

This document has described some possible steps on how to frame and build inclusive and participatory City Teams, how to monitor challenges and opportunities and respond to them adaptively, and how to share experiences and knowledge and build the resilience of City Teams and EdiCitNet. It provides a generic framework that City Teams are encouraged to adapt to their local context and needs. It is also a framework that may expand and change in time to build on lessons learnt from experiences.

Appendix

Terms of Reference (ToRs)

Each City Team must agree to the ToRs that outline the modality of its operation. Due to the diversity of cities within the project, WP1 have provided a general template for the ToRs that is to be discussed by the signatory, Chair and members of each City Team to be adapted to suit their local context. The revised ToRs are then to be discussed with WP1 and the Coordinators, and on mutual agreement, be signed by the Chair of the City Team.

Essential roles for the City Team: Chair and Secretary

The Chair - Responsible for the overall functioning of the City Team and to serve as key contact point for coordination with the EdiCitNet Project and especially among the different City Teams.

Specific tasks include:

- Schedule regular City Team meetings agreed on by the City Team
- Facilitate discussion and agreements on ECS City Team vision, goals and responsibilities.
- Oversee division of ECS City Team responsibilities among City Team members.
- Develop and facilitate an annual work plan with City Team members. This work plan corresponds to the Living Lab Implementation Plan for FRCs or to the transition planning process for FCs.
- Communicate requirements and possible risks with WP1 and WP3 (for FRCs) or WP4 (for FCs) and project Coordinators.
- Facilitate the establishment of thematic working groups if needed.
- Represent the City Team at meetings when possible.

Secretary - To support the Chair by coordinating and facilitating City Team meetings and associated EdiCitNet activities. To provide minutes (including agenda and attendance) of all meetings to City Team members and WP1.

Responsibilities of the City Team

Meetings

Each City Team to:

- Schedule regular City Team meetings pre-agreed by the City Team. It is the City Team's decision on what frequency they will meet. WP1 recommend meeting as a team at least every 3 months, although more frequent meetings may be advisable depending on projects and circumstance (e.g. additional recommendations of WP3 and WP4 for meetings that relate to specific FRC and FC requirements).
- Set a clear agenda prior to each meeting. At the end of a meeting, the Chair should summarize what has been agreed upon, who has been allocated responsibility for tasks, and deadlines for delivery.
- Determine when extraordinary meetings are required and call them as necessary.
- Review progress with Living Lab and Master Plan Development process and identify barriers and opportunities for advancing ECS goals.
- Record and share minutes from City Team meetings with City Team members and to report the meeting minutes back to WP1 following the meeting.
- Ensure that possible risks are identified and that targeted mitigation measures for ECS implementation are taken. This includes monitoring any possible changes in the urban political or financial context during the project and beyond that could affect the ECS. Risks and measures must be communicated to WP1 and Coordinators on an ongoing basis.

Membership

Each City Team to:

- Decide on membership protocol for new members. When choosing new members, the City Team should take into account the suggested size and composition of the City Team and its ECS goals. Reasoning behind the choice of members should be transparent to the City Team.
- Express that City Team members are free to discontinue participation at any point but it is recommended that they serve a minimum of one year to coincide with the annual review process, with possible extension to be openly discussed at the annual meeting following that time.
- Establish their own rules to require confirmation of attendance.
- Establish their own rules regarding members withdrawal from participation prior to the end of their term.

Decision making

Each City Team to:

- Decide as a City Team how decisions are to be made within the City Team. Decisions need to be made in a cooperative and inclusive manner through open discussions that encourage expression and diverging views.
- Decide what processes are to be followed when decisions cannot be reached within the City Team and how conflicts are to be resolved.
- Create a shared language with defined terms agreed by all City Team members to support understanding and inclusion.
- Record decisions made during the City Team meetings in the minutes to be communicated to WP1, WP3 (FRC) or WP4 (FC) and the Coordinators.
- Record any changes in the City Team membership to be communicated to WP1 and the Coordinators.

Annual revision

Each City Team to annually:

- Appropriately monitor, review and evaluate the activities and outcomes of the City Team according to its objectives.
- Revise the City Team ToRs and member composition with view of adapting them to changing conditions and needs. This review should provide an opportunity for members to reconsider their involvement, to open up possibilities for new members to join, and to redefine the focus of City Team. To return revised ToRs to WP1 and the Coordinators.
- Revise the City Team's annual work plan regarding ECS activities.
- Record the minutes of all annual reviews and share with WP1 and the Coordinators to provide lessons learnt to other City Teams.

Representation at EdiCitNet meetings and workshops

Each City Team to:

- Consider equal representation of delegates to EdiCitNet events. For example, rather than send the same people to every event, the City Team may choose to send one Consortium member and another City Team member who has not previously attended. This selection will both endorse continuity to the project and enable greater shared knowledge of the project.

STATEMENT OF COMMITMENT TO THE TERMS OF REFERENCE

The essential roles of the City Team of _____ will be undertaken by:

Chair: _____

_____ (name & contact details)

Secretary: _____

_____ (name & contact details)

I, the Chair of the City Team of _____ (_____ date)

confirm that I have discussed the governance guidelines (version X) with all the City Team members listed below. Together we agree to the locally adapted ToRs for our city, _____ as attached.

We also agree to holding City Team meetings approximately every _____.

The key contact person and their details for this City Team is: _____.

People in our City Team have the following backgrounds as of _____ (date).

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

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Glossary

Abbreviation	Description
CMT	Community Management Tool
EdiCitNet	Edible City Network
ECS	Edible City Solutions
FC	Follower City
FRC	Front-Runner City
LoC	Letter of Commitment
NBS	Nature-Based-Solutions
NGO	Non-governmental organization
ToRs	Terms of Reference
WP	Work Package

About the EdiCitNet project

EdiCitNet is demonstrating innovative Nature-Based Solutions (NBS). **Edible City Solutions** are going one step further: We include the whole chain of urban food production, distribution and utilisation for **inclusive urban regeneration** and address societal challenges such as mass urbanisation, social inequality and climate change and resource protection in cities. The key components (1) **City Teams**, (2) **Living Labs**, (3) **Masterplans** and the (4) **Edible Cities Network** with *Toolbox* and *Marketplace* form the basic structure of EdiCitNet.



Thank you!  **www: edicitnet.com**



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